



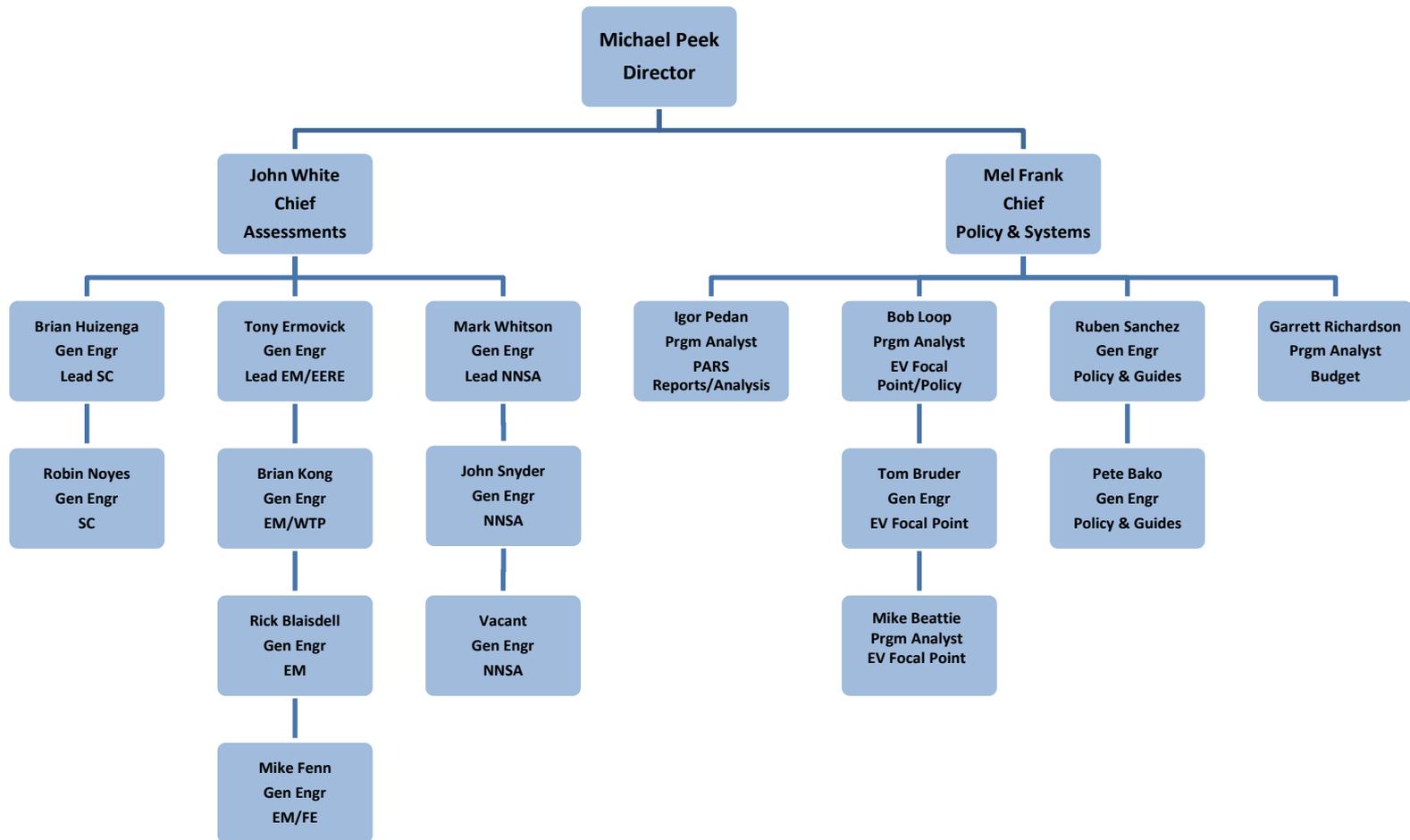
2014 Department of Energy
Project Management Workshop
*"Meeting the Challenge—Integrated Acquisition &
Project Management"*

Are We There Yet?

Michael Peek, PE, CCP, CFM
Director, Project Management
DOE Office of Acquisition and Project Management



Project Management (MA-63)



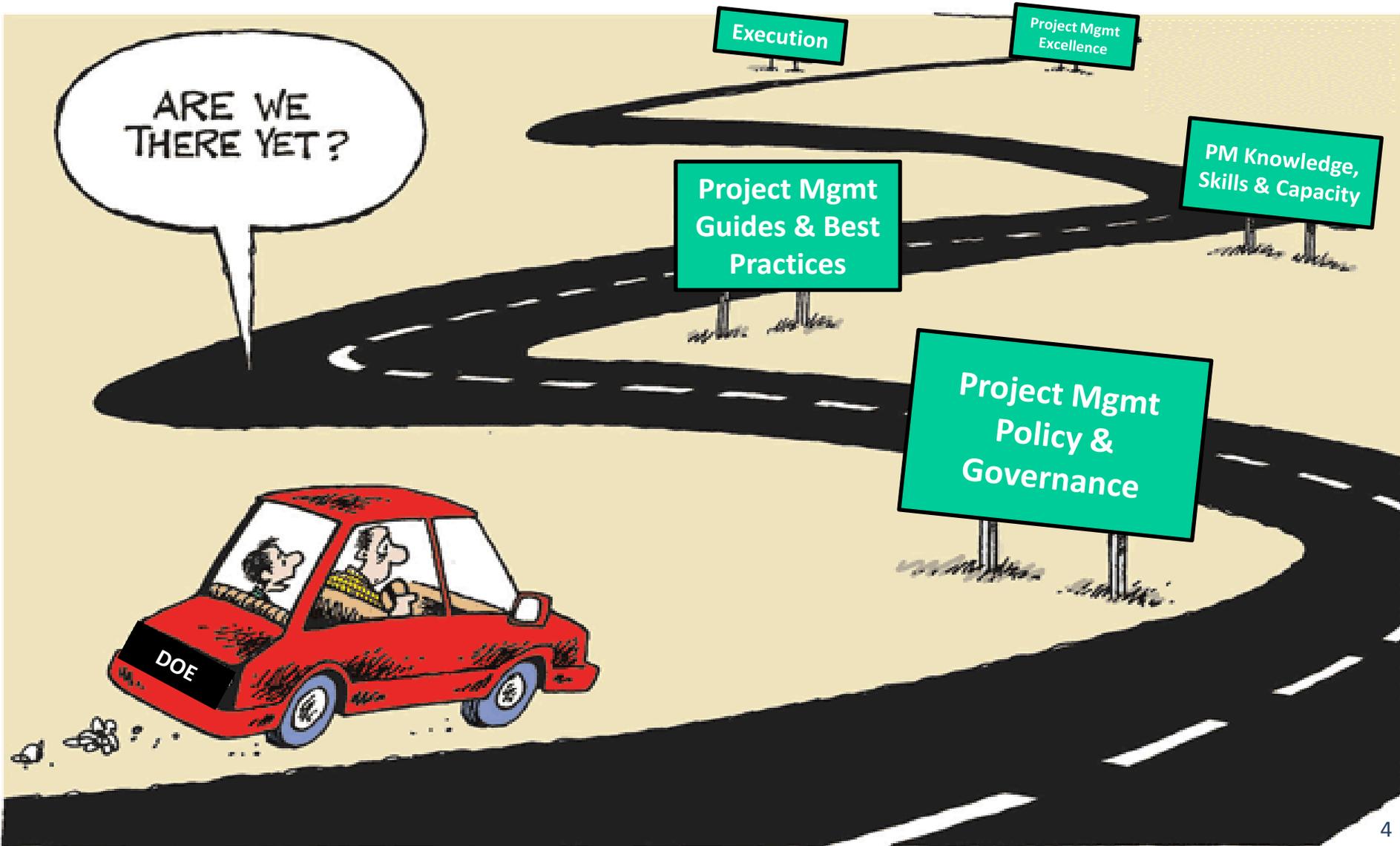


Overview

- Project Management
 - How are we doing?
- Current Initiatives
- Future Initiatives
- Next Step



Are We There Yet?





Number of Projects (2008-2014)

Current Post CD-2 Workload





Current Project Portfolio Status

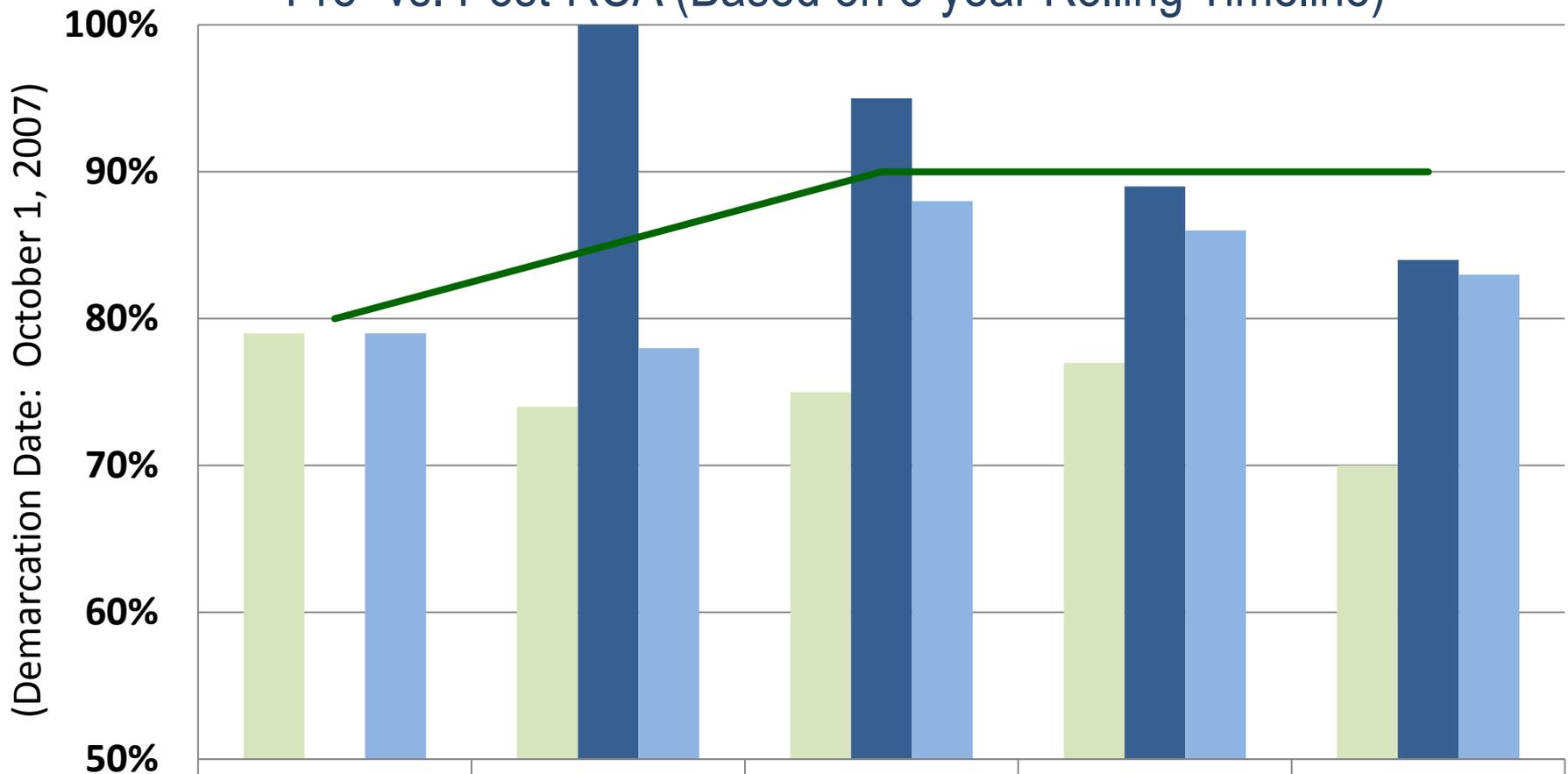
(Based on Current Performance Baseline)

Program	Total Active Projects Post CD-2		Total Projects Post CD-2 Green		Total Projects Post CD-2 Yellow		Total Projects Post CD-2 Red		% of Post CD-2 Projects with Acceptable Status	
	No.	\$(M)	No.	\$(M)	No.	\$(M)	No.	\$(M)	No.	\$(M)
EERE	1	\$16	--	--	1	\$16	--	--	100%	100%
EM	9	\$17,866	3	\$1,567	--	--	6	\$16,299	33%	9%
NA	10	\$6,055	8	\$784	--	--	2	\$5,271	80%	13%
SC	16	\$2,264	15	\$1,986	1	\$278	--	--	100%	100%
DOE	36	\$26,201	26	\$4,337	2	\$294	8	\$21,570	78%	18%



Project Success - How are we Doing?

Pre- vs. Post-RCA (Based on 3-year Rolling Timeline)

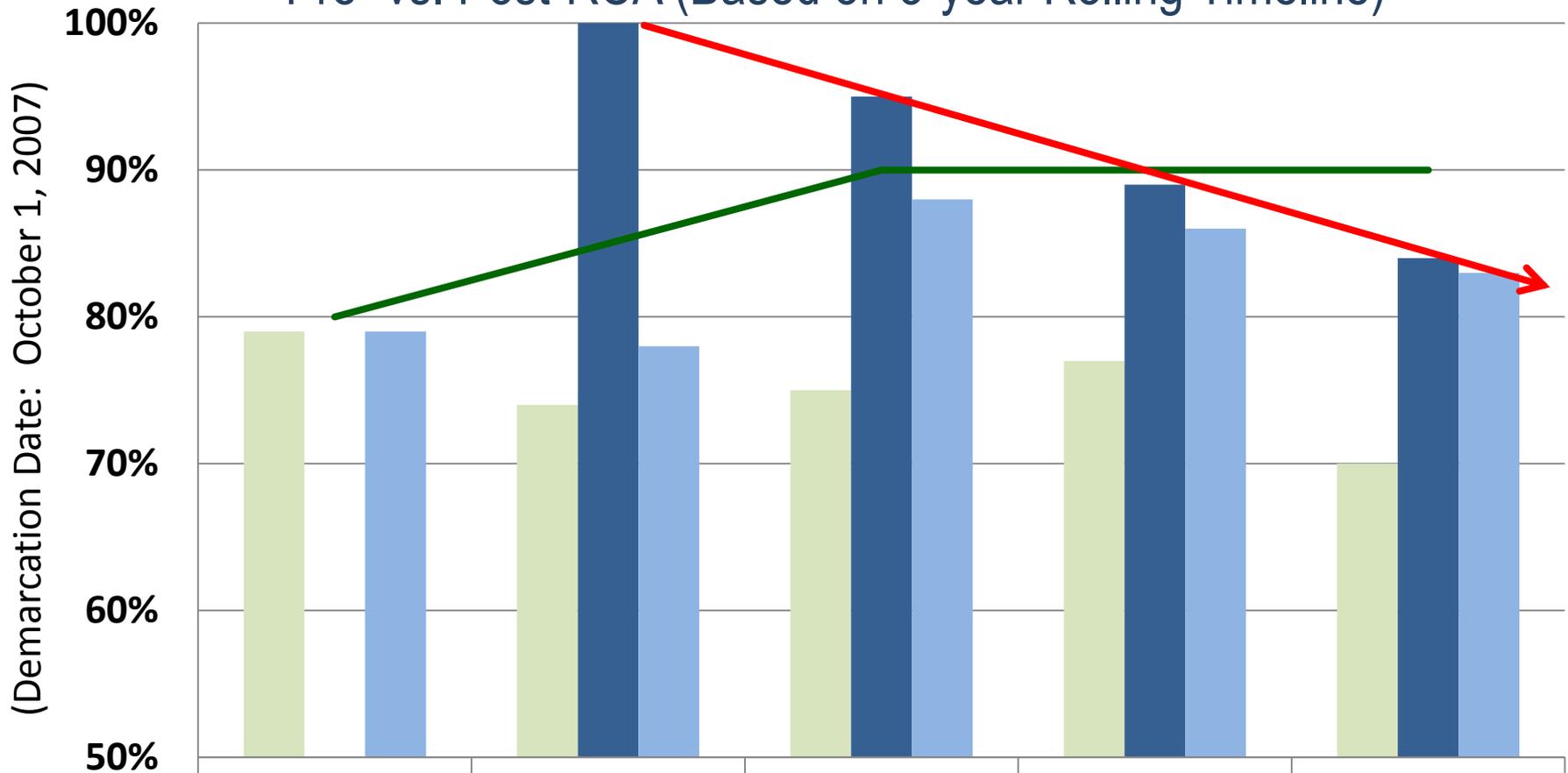


	FY07-09	FY08-10	FY09-11	FY10-12	FY11-13
Pre-RCA	79% (30 / 38)	74% (26 / 35)	75% (21 / 28)	77% (20 / 26)	70% (7 / 10)
Post-RCA		100% (6 / 6)	95% (42 / 44)	89% (63 / 71)	84% (70 / 83)
All Projects	79% (30 / 38)	78% (32 / 41)	88% (63 / 72)	86% (83 / 97)	83% (77 / 93)
Target	80%	85%	90%	90%	90% 7



Project Success - How are we Doing?

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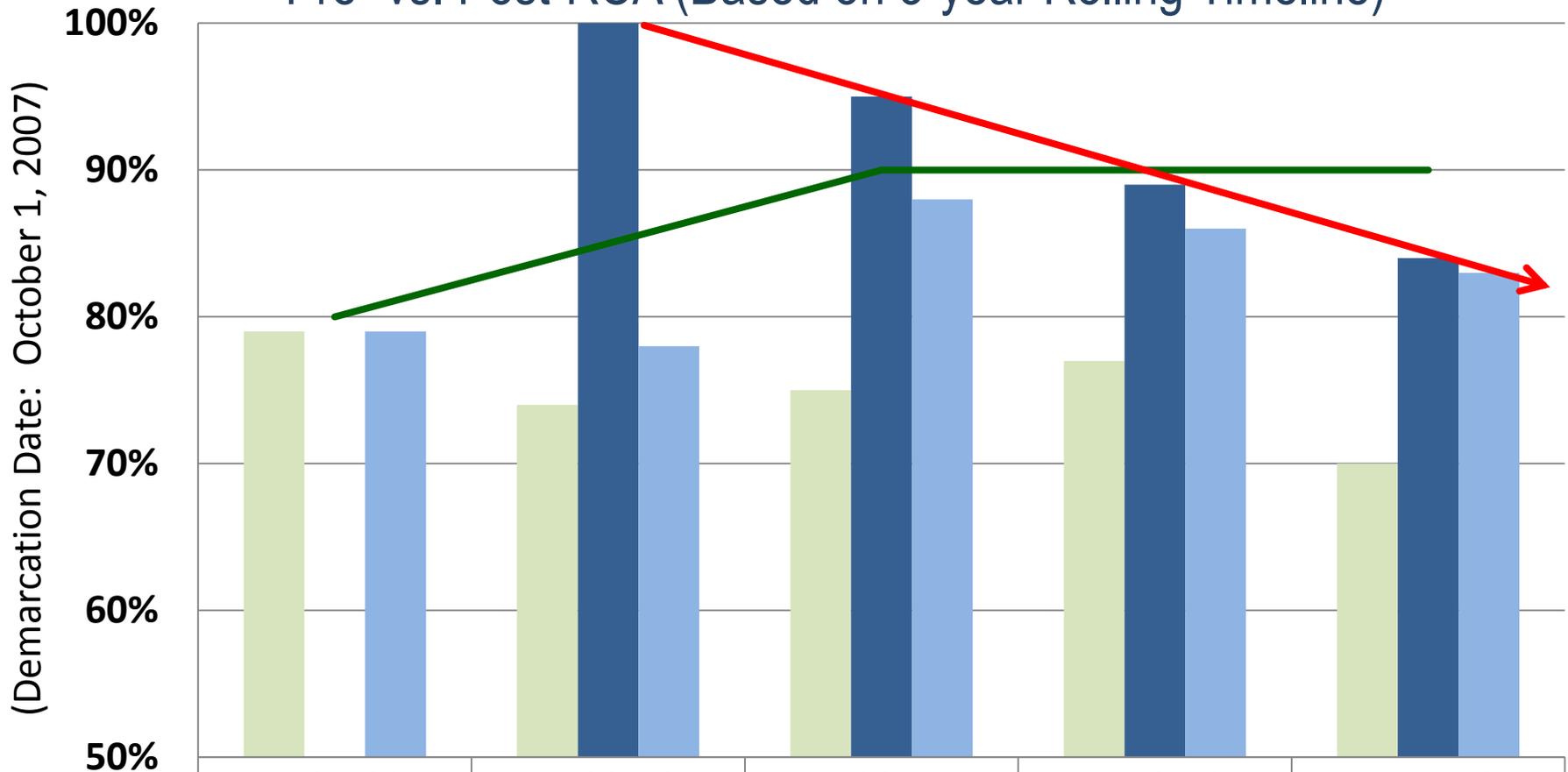


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Project Success - How are we Doing?

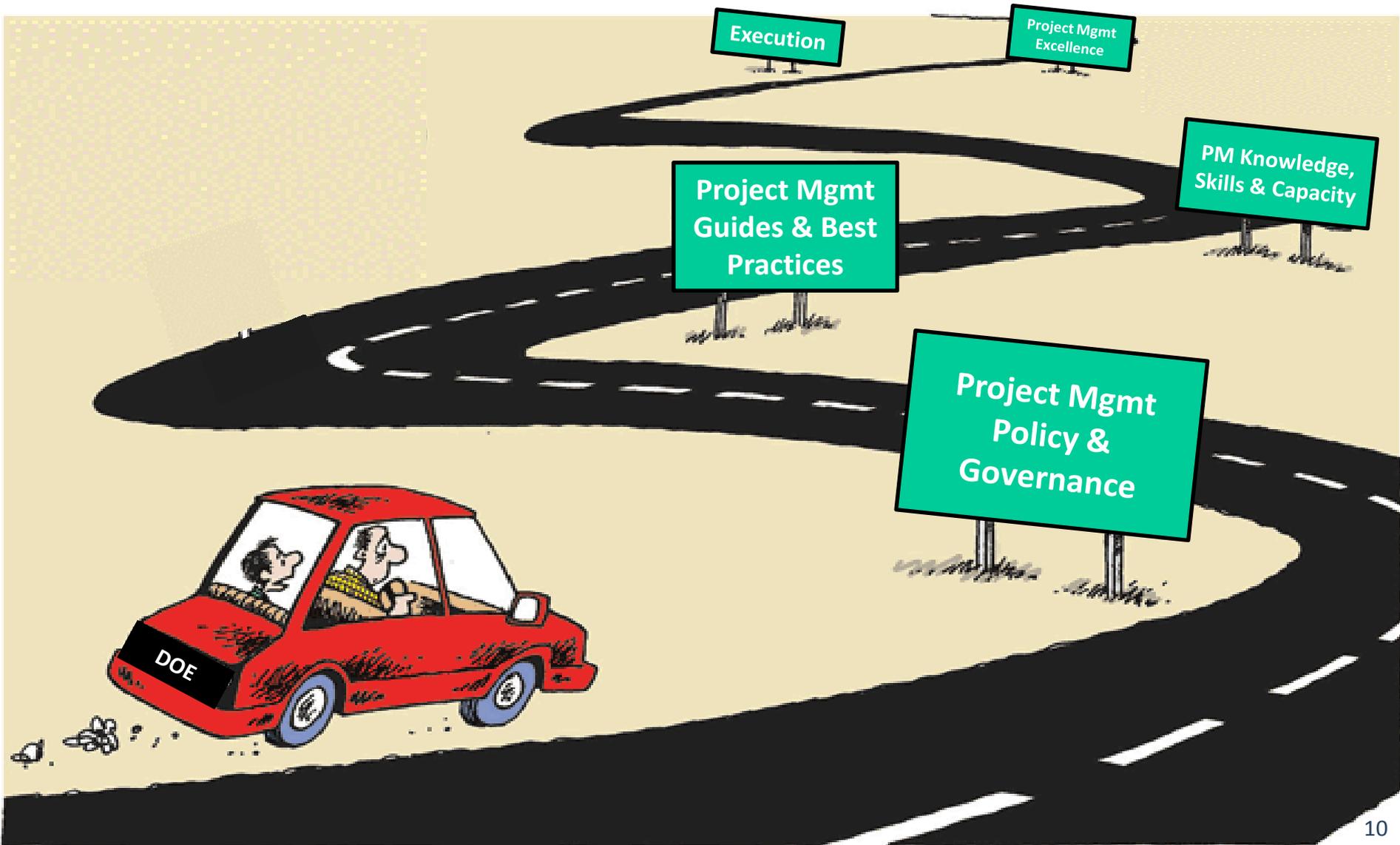
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Where Are We?



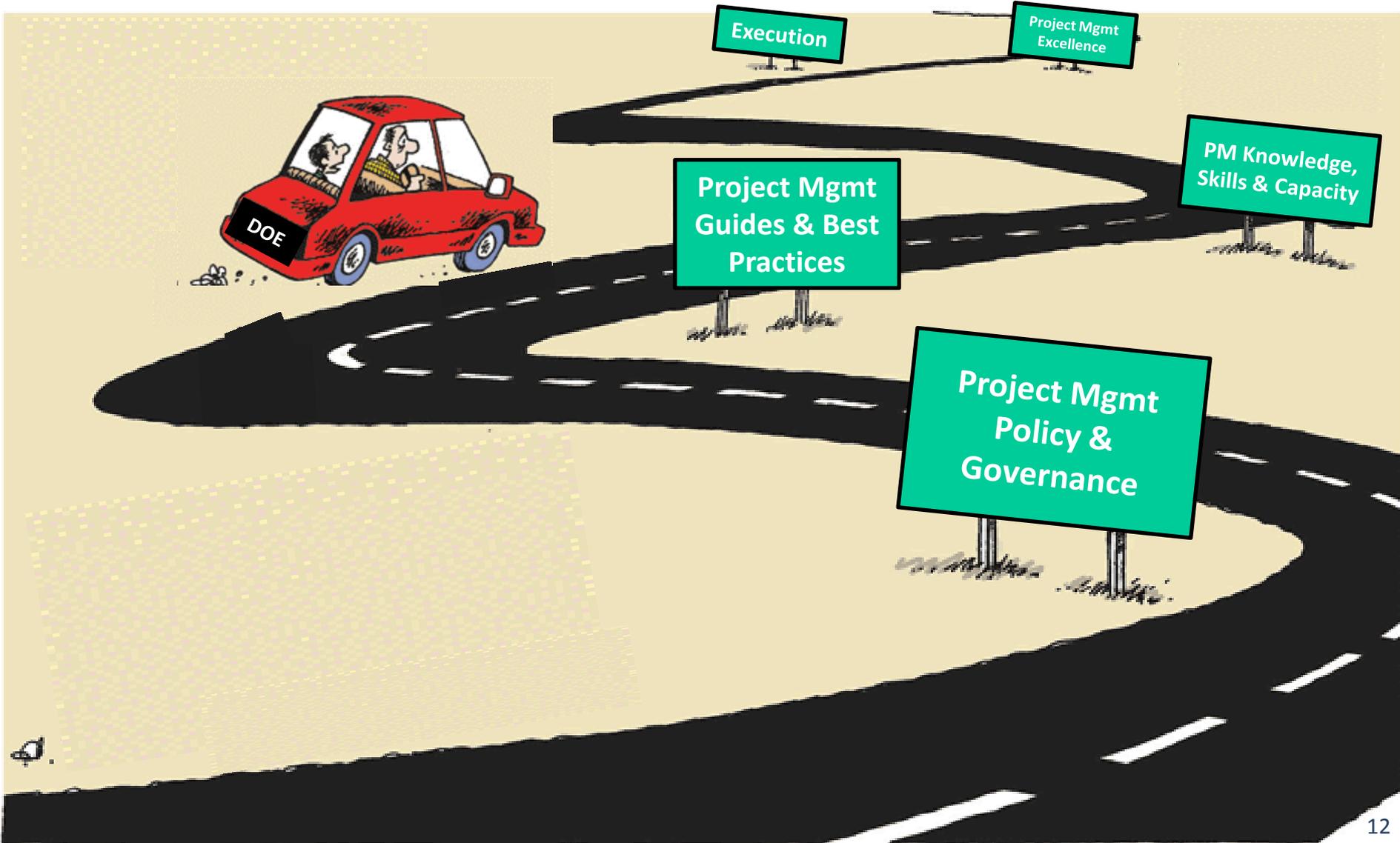


Project Management Policy and Governance

- DOE O 413.3B, Program and Project Management for the Acquisition of Capital Assets Nov 2010
- Secretarial Memoranda Regarding Project Management
 - "Paper" Energy Systems Acquisition Advisory Board Process Jan 2009
 - Project Full Funding Policy in the Annual Budget Request Jan 2009
 - Management Principles Dec 2009
 - Project Management Principles Mar 2010
 - Project Assessment and Reporting System (PARS II) May 2010
 - Project Peer Reviews Apr 2011
 - Project Assessment and Reporting System (PARS II) Data Quality Jun 2012
 - Aligning Contract Incentives for Capital Asset Projects Dec 2012
 - Improving Capital Asset Project Documentation Apr 2013



Where Are We?





Guides and Best Practices

- Work Classification Policy
- Updating DOE O 413.3B Guides
 - DOE G 413.3-1 Managing Design and Construction Using Systems Engineering
 - DOE G 413.3-5A Performance Baseline
 - DOE G 413.3-9 Project Review
 - DOE G 413.3-13 Acquisition Strategy
 - DOE G 413.3-20 Change Control Management
 - DOE G 413.3-21 Cost Estimating Guide
- Updating OAPM Standard Operating Procedures
 - Energy Systems Acquisition Advisory Board (ESAAB)
 - Earned Value Management System (EVMS) and Project Analysis Standard Operating Procedure (EPASOP)



Guides and Best Practices

- Developing Handbooks
 - Project Management Glossary of Terms
 - One Word/Phrase = One Meaning
 - Work Breakdown Structure (WBS)
 - Federal Project Director Handbook
- Training Snippets
 - Earned Value Management Best Practices
 - [https://powerpedia.energy.gov/wiki/Earned Value Management System](https://powerpedia.energy.gov/wiki/Earned_Value_Management_System)
 - Road Show
 - Distinction and proper use of Management Reserve and Contingency; Forecasting Estimate at Complete
- PARS IIe
 - Advanced schedule analysis
 - Searchable Lessons Learned capability
 - Enhanced User's Interface and document management capability

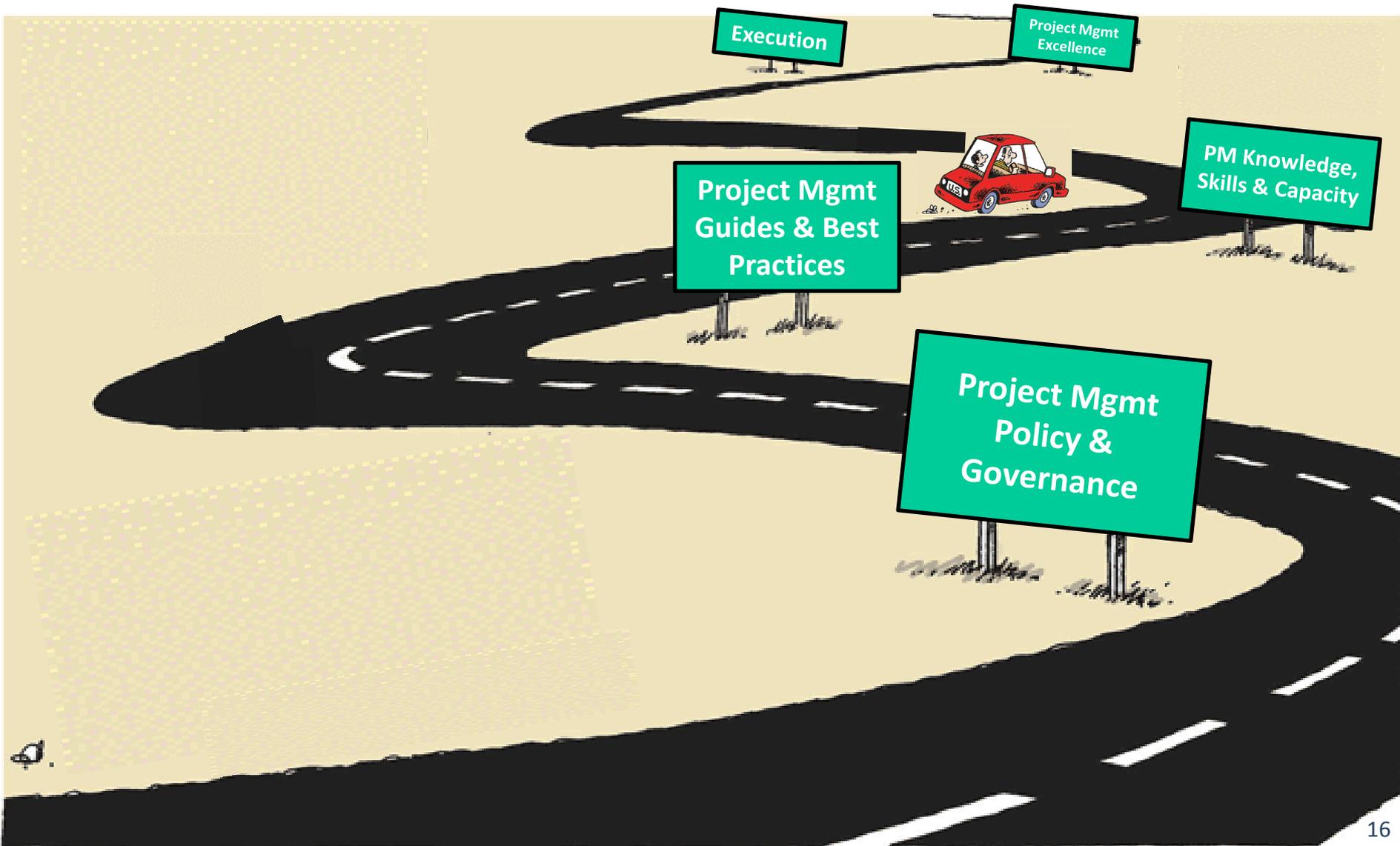


Guides and Best Practices

- Future Updates/Initiatives
 - DOE G 413.3-7A Risk Management
 - DOE G 413.3-10A Earned Value Management
 - DOE G 413.3-20 Change Control Management
 - DOE G 413.3-XX Schedule Development
 - DOE G 413.3-XX Work Classification



Where Are We?



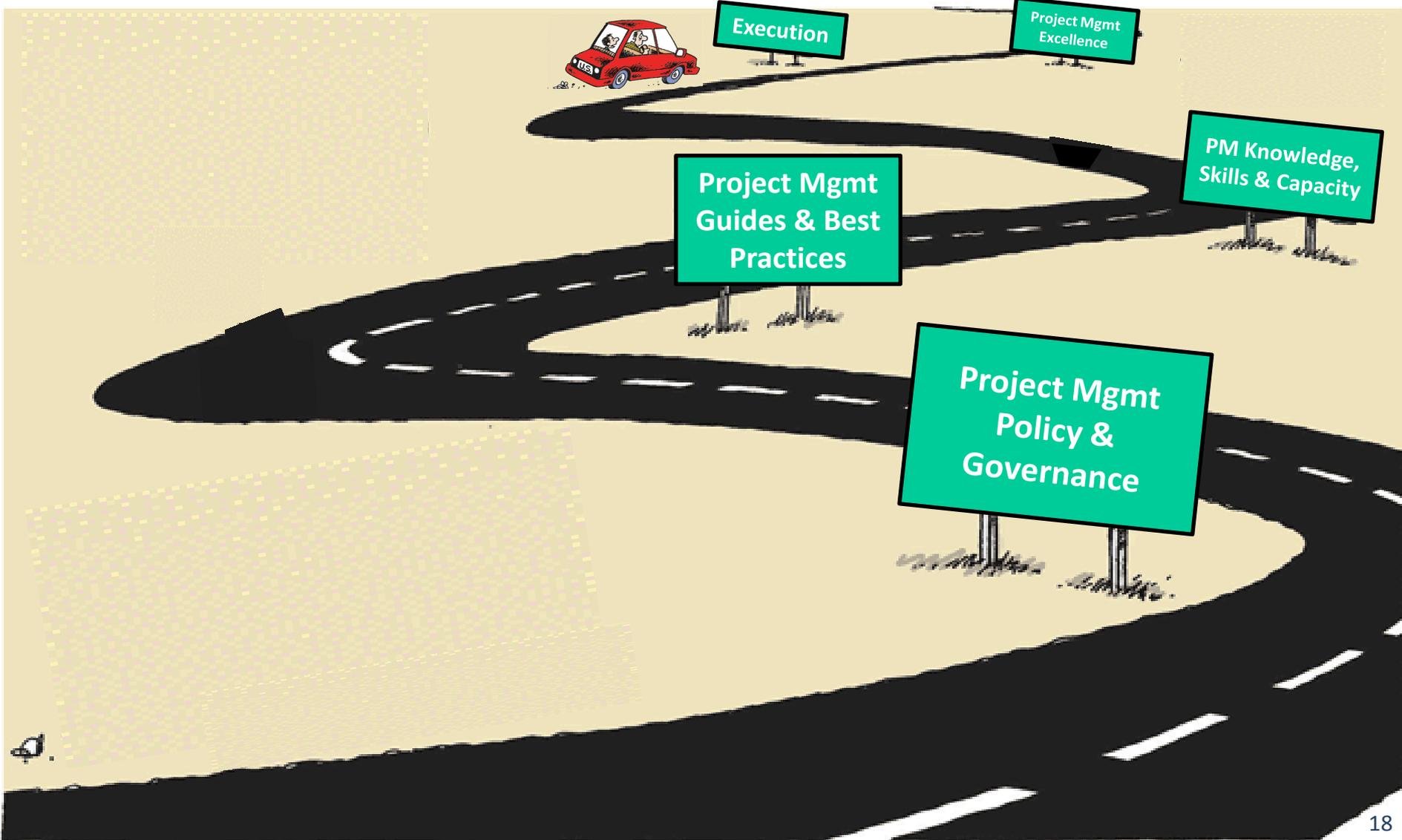


Project Management Knowledge, Skills and Capacity

- The RCA identified that “...DOE does not have an adequate number of federal contracting and project personnel with the appropriate skills...”
- PMCDP course content has been updated
 - Project Management Systems and Practices in DOE (I)
 - Project Risk Analysis and Management (I)
 - Leadership Through Effective Communication (II)
 - Advanced Risk Management (III)
- New courses have been developed and incorporated into the Certification and Equivalency Guidelines (CEG) to strengthen our Federal Project Teams’ capabilities
 - Earned Value Management Systems (EVMS) Online (I)
 - Managing Contract Changes (I)
 - Cost and Schedule Estimation and Analysis (II)
 - Advanced Earned Value Analysis (III)
- Program Offices have hired, or contracted for, additional contract and project management professionals with the skills to successfully manage our contracts and project portfolio ...



Where Are We?





Execution

- It's time to execute
 - Follow the Order
 - Utilize the Guides



Where Are You?

